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**South Carolina
Department of
Juvenile Justice**

Succession Planning: Is DJJ Ready? If Not, What Can the Agency Do to Prepare for Succession Planning?

Terri M. Jenkins
CPM Class of 2002

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*Good start
on a difficult
process.*

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SUCCESSION PLANNING: IS DJJ READY? IF NOT, WHAT IS THE AGENCY DOING TO PREPARE FOR SUCCESSION PLANNING?

INTRODUCTION

The mission of the South Carolina Department of Juvenile Justice (DJJ) is to provide for a continuum of effective interventions that enables juveniles to become responsible, productive citizens and fosters safe and healthy communities. To effectively accomplish this mission DJJ must employ and maintain qualified and interested individuals.

Background

DJJ's five-year strategic plan (drafted early in the fiscal year, finalized and presented to senior managers February 2002) and the agency director's performance evaluation planning stage document both address the issue of preparing for retirements of key personnel. This and next fiscal year's activities as identified in the strategic plan (see excerpt in the appendix, p.A4) include the development of a management skills development plan and the identification of DJJ leadership and management talent. The agency's director specific objective is that she will conduct an assessment of management skills to determine the agency's management needs for succession planning. The assessment is to include a compilation of desired management skills (competencies), detailed projection of anticipated turnover in management staff, and an

analysis of management positions. These activities are designed to integrate Baldrige criteria and the Governor's Business Plan with the agency's roadmap...its strategic plan.

A workforce planning workgroup was established to address these issues. This group has been meeting monthly since October, 2001. Each major division (Educational Services, Community Services, and Rehabilitative Services) is represented on this workgroup along with representatives of the Administrative Services Division (HR Director, Employment Manager, Training Administrator and Senior Consultants for Budget & Management Development) and a member of the Policy and Planning Office (Director of Planning Evaluation) which reports to the Chief of Staff. I serve as one of two senior consultants; however, during the course of this project I was named Interim Employment Manager due to the recent retirement of the incumbent.

Statement of Need

As it relates to my CPM project, my specific task with this group is to project and analyze the anticipated turnover in management staff, and to guide the analysis of management positions in order to develop a succession plan. Our key objective is to prepare for the loss of institutional knowledge as a result of retirements of key personnel.

Define Terms

We identified “key personnel” as senior managers within the agency. Senior managers (approximately 35 individuals) are those managers who report directly to an executive management team member: the Agency Director, Chief of Staff, Deputy Directors, Associate Deputy Director or Inspector General. Also, we included managers who report to the senior managers (approximately 85 individuals). We defined “retirements” of these key personnel as individuals who are eligible to retire within the next five years under the South Carolina Retirement System (SCRS) or the Police Officers’ Retirement System (PORS), or some combination of both.

The Research Question

I developed the research question by reviewing the objective of the agency director and by reviewing primary strategic plan activities for this fiscal year. Based on this review, I developed the following question: How can the South Carolina Department of Juvenile Justice prepare for the loss of institutional knowledge resulting from retirements of key personnel?

The Purpose (So What?)

Statewide analysis by the State Office of Human Resources shows a strong likelihood of extensive loss of senior managers in the next five years. A large cohort of state employees becomes eligible for full retirement during this period. Anecdotal information and preliminary retirement eligibility data indicates that DJJ is indeed in the same situation. The agency has not formally addressed this issue, but realizes that it must be

addressed. As such, the agency director has made it an objective on her agency head performance evaluation to assess the situation this fiscal year. Additionally, this issue is addressed in the five-year strategic plan.

REVIEW INFORMATION SOURCES

As mentioned previously predictions from the State Office of Human Resources that an extensive loss of senior managers will occur in the next five years, along with anecdotal information regarding DJJ's potential workforce turnover are the key pieces of information. Both of these sources were used to develop specific activities in the five-year strategic plan as it relates to quality department-wide administration operations. We also knew who were recognized as key personnel by the agency's executive management team

METHODOLOGY

When I developed my research proposal, I indicated that I would do the following: (1) identify key personnel and their service dates; (2) determine whether the individuals and their roles need to be replaced, and (3) determine resources available to develop a succession plan. I only succeeded in accomplishing the first item, though I made some inroads toward the second item, and have begun gathering resources for the third item via our workforce group.

After acquiring a database of all DJJ employees from the SC Retirement Systems, then sorting the data by years of service and by age, we extracted data of the identified "key

personnel". We discovered that approximately 50 employees would be eligible to retire within the defined period. Our employees are members of either the SCRS system or PORS; therefore, retirement is based on 28 years of service or age 60 (SCRS); or 25 years of service or age 55 (PORS). Some of our employees have service in both systems, which further complicated our review. We decided to use the system that they could retire by first, although they may not be able to draw full retirement checks.

It was determined that the best way to collect information regarding key personnel's intent to retire was via a written survey instrument. Survey questions were drafted and shared with the workgroup, who modified some of the questions. One of the challenges and major concerns of the workgroup was that the agency had just experienced a reduction in force. The timing of our survey would possibly lend itself to a poor response rate.

The HR Director and I met with the agency's Interim Chief of Staff to share our concerns, and to review the draft survey instrument and cover letter to employees. She asked that we revise a few questions to better target types of responses we needed for succession planning. Because of the change in questions we decided to include those employees who have opted to retire under the Teachers and Employees Retirement Incentive (TERI) even though we know their ultimate retirement date. Some of the questions would hopefully shed some light on possible succession planning. The final approved cover letter and survey instrument is placed in the appendix section of this report, p.A5.

The human resources office planned to distribute and collect the survey via email to appropriate key personnel as defined by our workgroup criteria. A reminder notice would be sent to those who had not responded by the due date. Because of the inclusion of the TERI employees, I planned to analyze the data by separate groups: those key personnel who have TERI'd and those key personnel who are eligible to retire within 5 years. Some of the survey questions are opposites of each other, therefore, I expected to show a correlation of the responses.

RESULTS

The survey was emailed February 4, 2002 to 46 employees with a return date of February 19. A reminder email was sent on February 21 to those individuals who had not responded. We received a total of 38 surveys back, which resulted in a response rate of 82.6%. However, two of the respondents wrote that they did not wish to participate in the survey.

During the tallying of survey results, it was discovered that we inadvertently neglected to distribute surveys to nine employees who would be eligible to retire within five years based on their age; one employee who would be eligible to retire based on service; and three TERI employees. We plan to follow-up with these employees at a later date.

The surveys were tallied into two groups: TERI employees and service-eligible for retirement employees (see appendix for summary data and responses from individual participants, p. A7 and A8).

TERI Employees

- The majority of these employees would like to have another position within DJJ (72.72%), but are not preparing for a position in another career field within the agency (72.72%) before they “ultimately” retire.
- They are not interested in another position outside the agency (54.54%) before they “ultimately” retire, though 36.36% are unsure about this.
- Most are satisfied with their current job and are willing to serve as a mentor (70%).

It appears the TERI employees (1) are satisfied with their current job, though they would like to have another position within the agency; (2) want to stay within their current career field, and (3) are willing to help the agency groom (mentor) less-tenured employees for leadership positions...positions that they (TERI) will ultimately leave. We can lean on this group to help with the agency's succession planning. Because the majority of this group has indicated they would like to have another position within the agency we can follow-up with them to determine what other positions they have interest in. It is interesting to point out that one benefit to the agency of having employees TERI is that you can prepare/groom individuals for their replacement. DJJ has not taken advantage of this benefit to date. Consequently, when some of the previous TERI employees have left before their 5-year term ended, the agency has been unprepared to handle their loss! One final note about this group - we received an answer of “unsure” to the question regarding plans to retire within the next five years. We plan to follow-up with this individual to gain an understanding of the person's response.

Service-eligible Employees

The timing of this survey made this group a little nervous in responding. The agency had implemented a reduction in force two months before the survey was distributed. Also, various news mediums have indicated that state government might have to endure another midyear cut. Some employees verbally told us (human resources office) that they thought we were trying to target positions/people to eliminate for budget reasons. Nonetheless, we had a response rate of 84.37% from this group, though two employees sent the survey back stating that they did not wish to participate. Survey results are as follows:

- 40% indicated that they don't plan to retire, however, 28% are unsure.
- 41.6% indicated that they are unsure as to whether they would like another position in the agency, and 37.5% said that they would not. An inference can be made that they do not want to jeopardize any potential retention rights to their positions or that they really just don't want to tell us anything right now.
- The majority (95.64%) are not preparing for another career field in the agency nor do they (66.66%) plan to look for another position outside the agency before they retire.
- All are satisfied with their current position. Most are willing to serve as mentors.

This is the group we really anticipated getting definitive data to begin the agency's succession planning. The partially disappointing news is that, based on the survey results, we can target only 32% of the positions to prepare for succession planning. The

good news is that the majority of service-eligible employees who responded are willing to serve as mentors. This indicates to us that they are willing to share "institutional knowledge" which we were desperately in fear of losing. While they are deciding if they plan to retire within the next five years, we can strongly, but gently encourage them to begin the mentoring process immediately. This will place the agency in a better position for preparing for the potential leadership drain.

Overall, looking at both the TERI group and the service-eligible retirement group it appears the agency's biggest functional area of concern and turnover will occur within our Community Services Division. This is the division that provides the leadership in our county offices. Critical to the mission of our agency operations are the activities that occur within the county offices. These offices are the receiving points for juveniles via intake activities (family court referrals) and probation activities. Our success with these activities largely determines whether a juvenile will be placed in a long-term institution, a costly option to serving juveniles and families referred to us by the family courts. Through the leadership of a county director, we hope that local communities will utilize or develop alternatives to incarceration for juveniles. Our workgroup definitely plans to concentrate a major portion of our efforts to this segment of our organization.

Our workgroup will need to conduct further analysis of the responses made by individuals of segments outside of the Community Services Division. This hopefully will indicate other patterns of leadership drain within divisions or various isolated positions agency-wide.

SUMMARY AND CONCLUSIONS

I did not get as far along with this project as I had hoped. My intent was to collect and analyze enough information to determine anticipated turnover, determine if DJJ actually needs to replace the individuals and their roles, and determine how can the agency prepare (and with what resources) for their replacement. Though my workgroup met monthly, many activities were delayed due to the retirement of two key members, the development and implementation of a reduction in force (which I prepared), further analysis/implementation of areas for budget reduction, and finally, my assuming the interim role of employment manager. Perhaps my biggest stumbling block was the implementation of the RIF. Workgroup members clearly were ambivalent about surveying fellow senior co-workers about their retirement plans.

Although I was unable to complete my project as planned, several results appeared clear: (1) we have key personnel who are satisfied with their jobs; (2) we have key personnel who are interested in mentoring other employees; (3) our TERI employees are willing to accept another position in the agency (which gives us the opportunity to begin succession planning...something we have been remiss in doing with previous TERI employees); and (4) the agency needs to be concerned about the expected turnover in county office leadership.

Our next steps include (1) identifying all vulnerable key positions and impact; (2) surveying the individuals inadvertently left out of the initial survey group and following up with individual respondents of the initial survey distribution; (3) developing a core

competency profile for a DJJ manager; and (4) developing an action plan (to encompass the aforementioned items) for presentation to the executive management team of the agency by May 20, 2002.

Our liaison to the executive management team, the Interim Chief of Staff, is keenly interested in the results of this group. Our progress links many issues and initiatives within the agency. If done properly, DJJ will have a solid foundation for a sustained leadership group that will help us in meeting our mission. We have just begun a long and hopefully fruitful journey.

APPENDIX

**RESEARCH PROPOSAL
CERTIFIED PUBLIC MANAGER PROGRAM**

NAME: *Terri M. Jenkins*

CLASS: 2002

DATE: *October 10, 2001*

ORGANIZATION: *SC Department of Juvenile Justice (DJJ)*

PROPOSED TITLE OF YOUR PROJECT: *Succession Planning: Is it necessary at DJJ?*

What is the problem you wish to investigate?

How can the SC Department of Juvenile Justice prepare for the loss of institutional knowledge resulting from retirements of key personnel?

Why is this a problem?

Anecdotal information indicates that DJJ will lose key personnel to retirements within the next 5 years. The agency has not formally addressed this issue, but realize that it must be addressed. The agency director has made it an objective on her agency head performance evaluation to assess the situation this fiscal year.

What sub-problems do you need to pursue and what do you hypothesize about each?

Sub-problem	Hypothesis
<i>Who are key personnel and are they eligible to retire within the next 5 years?</i>	<i>Key personnel are senior managers within DJJ and some of their senior staff. Many of these personnel are eligible to retire now or will be within the next few years.</i>
<i>Does the agency need to prepare for the replacement of these key personnel?</i>	<i>The agency will find that the majority of these individuals will need to be replaced.</i>
<i>How can the agency prepare for the replacement of these key personnel?</i>	<i>Develop a succession plan.</i>

Statement of the problem in an affirmative sentence.

DJJ will prepare for the loss of institutional knowledge resulting from retirements of key personnel by developing a succession plan.

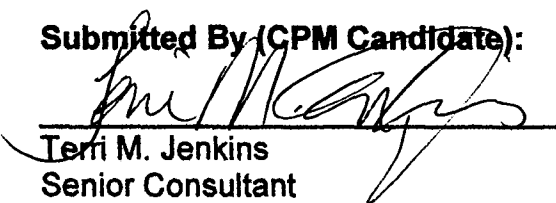
What information is necessary to test each hypothesis and where and how will this information be available?

Data Needed	Data Availability
<i>Identification of key personnel and their service dates.</i>	<i>Agency organizational chart, agency human resource/fiscal database, and state OHR human resource information system (HRIS).</i>
<i>Determination of whether the individuals and their roles need to be replaced.</i>	<i>Current position descriptions, strategic plan, accountability report.</i>
<i>Determination of resources available to develop a succession plan.</i>	<i>Same as above, and training resources/staff, establishment of committee to develop a plan.</i>

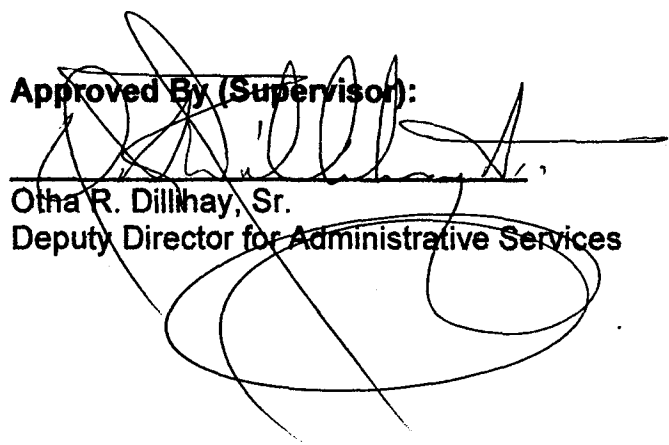
What specific management concern does this project address?

Preparation of loss of institutional knowledge among the mid and upper level management staff.

Submitted By (CPM Candidate):


Terri M. Jenkins
Senior Consultant

Approved By (Supervisor):


Otha R. Dillhay, Sr.
Deputy Director for Administrative Services

SC Department of Juvenile Justice Administrative Services Division

OUTCOME # 3: Quality Department Wide Administration Operations (A4)

Strategy B	Activities	Timeline Responsibilities
Develop a management and career development program and improve the quality and quantity of staff applicants for DJJ positions	<ol style="list-style-type: none"> 1. Select and test a staff pre-employment instrument that better predicts training success and retention 2. Establish a staff turnover database by institution 3. Develop a leadership and management development plan 4. Develop and conduct an agency-wide management/career development assessment 5. Develop a management skills development plan for fast track career enhancement 	<ol style="list-style-type: none"> 1. 2/03 Human Resources/Information Technology 2. 4/02 Human Resources/Information Technology 3. 2/03 Human Resources, Staff Development & Training 4. 12/02 Human Resources, Senior Management Analyst 5. 3/02 Human Resources, Staff Development & Training, Policy & Planning 6. 6/02 Human Resources, Senior Management Analyst, Staff Development & Training, Policy & Planning 7. 12/03 Human Resources, Senior Management Analyst, Policy & Planning
Baldrige Integration	<ol style="list-style-type: none"> 6. Identify staff at DJJ with leadership and management potential and begin the development and succession process 7. Develop a two phased agency skill based succession plan 	
<ul style="list-style-type: none"> ◆ Human Resource Focus – 5.1 a (4,5) ◆ Human Resource Focus – 5.2 a (3) ◆ Human Resource Focus – 5.3 b (3) 		
Performance Indicators <ol style="list-style-type: none"> 1. Improve basic training completion rate by 10% 2. Reduce JCO/Residential Specialist turnover rate by 10% 		



Gina E. Wood, Director

P.O. Box 21069
Columbia, SC 29221-1069



Jim Hodges
Governor
State of South Carolina

February 4, 2002

Key Managers
Retirement Eligible Within Five Years

Dear Sir or Madam:

Statewide analysis by the State Office of Human Resources shows a strong likelihood of extensive loss of senior managers in the next five years. A large cohort of state employees becomes eligible for full retirement during this period. Knowing that the DJJ workforce is similar, DJJ's Office of Human Resources convened a workforce planning workgroup to prepare for a possible large exodus of experienced managers.

The primary aim established for the group by Director Wood is to prepare the Department of Juvenile Justice to transition smoothly upon the loss of senior managers to retirement, relocation, transfer to another agency or other unexpected separation. As we establish career paths and training opportunities to develop promising candidates, it is important to know where to place priorities.

In order to help in that effort, it will be useful to ascertain your current plans. Your answers to the questions do not create an obligation on your part. They merely give us some assistance in developing a template. You have been identified to participate in this information gathering because you are within five years of full retirement eligibility. For those of you in the South Carolina Retirement System (SCRS), this means you have at least 23 years of state service or are 55 years of age or older. For those of you currently in the Police Officers Retirement System (PORS), you have 20 years or more of state service or are 50 years of age or older.

Please answer the questions in the enclosed questionnaire and return it to Randy Grant, DJJ Human Resources Director, Santee Building, Suite 210, Synergy Business Park, 100 Executive Center Drive, Columbia, SC 29210. You may also use return e-mail. In order to send the completed form, save this document in MSWord, complete the survey, and then attach the completed survey to a reply to the original e-mail from me.

Thank you for your response. It will help us in our workforce planning.

Sincerely yours,

A handwritten signature in black ink that reads 'Randy Grant'.

G. Randall Grant, SPHR
Human Resources Director

Enclosure – 1

Office of Human Resources – Santee Building, Suite 210 – Synergy Business Park
100 Executive Center Drive, Columbia, South Carolina 29210
Telephone: (803) 896-5600 Fax: (803) 896-5599



Workforce Planning Survey

Employees Approaching Full Retirement Eligibility

Last Name	First Name	M.I.	SSN
Work Location	Job Title	Band	Supervisor

Item No.	Survey Item	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
1.	I plan to retire within the next 5 years.					
2.	I would like to have another position within DJJ before I retire.					
3.	I intend to look for another position outside DJJ before I retire.					
4.	I am satisfied with my current position at DJJ.					
5.	I am preparing for another position at DJJ in another career field.					
6.	I am willing to serve as a mentor to a DJJ employee.					

Please return survey via e-mail, interagency mail or courier February 19, 2002, to:

G. Randall Grant, SPHR
Human Resources Director
Santee Building, Suite 210
Synergy Business Park
100 Executive Center Drive
Columbia, SC 29210

e-mail address: grgran@santee.djj.state.sc.us

**Workforce Planning Survey – Summary Responses
March 2002**

Workforce Planning Survey – TERI Respondents

Item No.	Survey Item	# of Responses	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
1.	I plan to retire within the next 5 years.	11	63.63% (7)	27.27% (3)	9.09% (1)		
2.	<i>I would like to have another position within DJJ before I retire.</i>	11		72.72% (8)	27.27% (3)		
3.	I intend to look for another position outside DJJ before I retire.	11	9.09% (1)		36.36% (4)	27.27% (3)	27.27% (3)
4.	I am satisfied with my current position at DJJ.	11	36.36% (4)	36.36% (4)	27.27% (3)		
5.	I am preparing for another position at DJJ in another career field.	11			27.27% (3)	27.27% (3)	45.45% (5)
6.	I am willing to serve as a mentor to a DJJ employee.	10	40.0% (4)	30.0% (3)	30.0% (3)		

Workforce Planning Survey – Service Eligible Respondents

Item No.	Survey Item	# of Responses	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
1.	<i>I plan to retire within the next 5 years.</i>	25	8.0% (2)	24.0% (6)	28.0% (7)	20.0% (5)	16.0% (4)
2.	I would like to have another position within DJJ before I retire.	24	8.3% (2)	12.5% (3)	41.6% (10)	25.0% (6)	12.5% (3)
3.	I intend to look for another position outside DJJ before I retire.	24		12.5% (3)	20.83% (5)	29.16% (7)	37.5% (9)
4.	I am satisfied with my current position at DJJ.	25	32.0% (8)	68.9% (17)			
5.	I am preparing for another position at DJJ in another career field.	23		4.34% (1)		52.17% (12)	43.47% (10)
6.	I am willing to serve as a mentor to a DJJ employee.	23	21.73% (5)	52.17% (12)	17.39% (4)	8.69% (2)	

46 surveys distributed (of which 13 are TERI).
38 responded (11 of whom are TERI; 2 of 38 chose not to participate).
Response rate of 82.6%.

Age-eligible employees (9) did not receive the survey.
3 service-eligible employees did not receive the survey.
1 TERI employee did not receive the survey.

SC DEPARTMENT OF JUVENILE JUSTICE
Survey Responses of Individual Participants

Name	Position	1. I plan to retire w/in the next 5 yrs.	2. I would like to have another position w/in DJJ before I retire.	3. I intend to look for another position outside DJJ before I retire.	4. I am satisfied w/ my current position at DJJ.	5. I am preparing for another position at DJJ in another career field.	6. I am willing to serve as a mentor to a DJJ employee.	
Director, Chief of Staff, and Support Offices								
Larry Vanderbilt	Legal Counsel	A	A	U	A	D	A	
Trudie Trottie	Dir, Research & Stats	A	D	D	A	D	A	
Jerry Adger	Inspector General	U	U	A	A	D	A	
Tommy Harris	Chief, Public Safety	Didn't respond to survey – service eligible						
Carol Evans	Telecommunications Supv	Didn't respond to survey – service eligible						
Alton Kirkland	Dir, Internal Audits	U	SD	D	A	SD	A	
Jill Stouffer	Juv Hearings Rep Supv	A	U	U	U	U	A	T
Division of Administrative Services								
Bill Evans	Admstr-Support Svcs	Didn't receive survey – age eligible						
Pat Bays	Mgr, Admin Svcs	SA	SD	SD	SA	SD	A	
Carol Seawright	Admstr, Fiscal Affairs	Didn't receive survey – age eligible						
Bonnie Martin	Mgr, Grants/Accounts Control	Didn't receive survey – age eligible						
Frances Stroker	Project Administrator	SA	SD	SD	SA	SD	U	
Karen Guyton	Info Resource Consultant	Didn't receive survey – age eligible						
Janice Jeffcoat	MIS Coordinator	Didn't respond to survey						T
Eugene Benjamin	Class, Comp & Records Mgr	U	SD	SD	SA	SD	U	
Sylvia Kitchens	Sr Consultant, Bud & Mgmt	Didn't receive survey – age eligible						

Legend: SA – Strongly Agree A – Agree U – Unsure D – Disagree SD – Strongly Disagree T – TERI

SC DEPARTMENT OF JUVENILE JUSTICE
Survey Responses of Individual Participants

Name	Position	1. I plan to retire w/in the next 5 yrs.	2. I would like to have another position w/in DJJ before I retire.	3. I intend to look for another position outside DJJ before I retire.	4. I am satisfied w/ my current position at DJJ.	5. I am preparing for another position at DJJ in another career field.	6. I am willing to serve as a mentor to a DJJ employee.	
Division of Education Services								
Meda Cobb	Asst Supt	U	D	D	SA	SD	SA	
Ed Thomas	Principal – Birchwood HS	Didn't respond to survey						T
Nancy Montgomery	Principal – WL Middle School	SD	U	SD	SA	SD	SA	
Georgia Priester	Principal – NEC School	SA	D	D	A	D	D	
Carol Sunderman	Dir – Special Educ Svcs	Didn't receive survey – service eligible						
Kathy Walker	Coord-Prof. Dev & Fed Prog	Didn't receive survey – service eligible						
Maec Davis	Coord-Stud Account Systems	A	U	D	A	D	No response	T
Division of Community Services								
Kenneth Moses	Dir – Residential Services	A	A	SD	A	D	SA	
Charlene Hale	Residential Facilities Mgr	Didn't receive survey						T
Nancy Kuhl	Coord, Comty Alternatives	D	U	U	A	D	D	
Margaret Barber	Reg Admstr – Piedmont	SA	U	U	SA	D	SA	T
Debbie Ashley	Co Dir – Abbeville	Responded "I prefer not to participate"						
Jim Grantham	Co Dir – Anderson	Didn't receive survey – age eligible						
Dorothy Reynolds	Co Dir – Cherokee	U	U	U	A	D	U	T
Dale Chandler	Co Dir – Greenville	A	U	D	A	U	A	T
Jim Harrison	Co Dir – Greenwood	Didn't respond to survey – service eligible						
Dave Troficanto	Co Dir – Newberry	SD	A	SD	A	SD	U	
Julian Yelton	Co Dir - Oconee	A	U	D	A	D	A	

Legend: SA – Strongly Agree A – Agree U – Unsure D – Disagree SD – Strongly Disagree T – TERI

SC DEPARTMENT OF JUVENILE JUSTICE
Survey Responses of Individual Participants

Name	Position	1. I plan to retire w/in the next 5 yrs.	2. I would like to have another position w/in DJJ before I retire.	3. I intend to look for another position outside DJJ before I retire.	4. I am satisfied w/ my current position at DJJ.	5. I am preparing for another position at DJJ in another career field.	6. I am willing to serve as a mentor to a DJJ employee.	
Division of Community Services cont'd								
John Harden	Co Dir – Pickens	SA	SD	SD	SA	SD	SA	T
Mary Jane Sanders	Co Dir – Spartanburg	SD	U	U	U	U	U	T
Pat Tolbert	Co Dir – York	SD	no response	No response	A	No response	No response	
Max Dorsey	Reg Admstr – Midlands	D	U	SD	A	D	A	
Martha Anderson	Co Dir – Aiken	Didn't respond to survey						
Essie Garrett	Co Dir – Bamberg	U	U	SD	SA	SD	A	
Rick Wessinger	Co Dir – Chester	U	D	D	A	D	A	
Jane Talbert	Co Dir – Fairfield	D	D	D	SA	D	A	
Joe Benton	Co Dir – Richland	Responded "I do not want to participate in this survey"						
Susan Huntley	Co Dir – Chesterfield	A	D	A	A	SD	D	
Lynn Gehrke	Co Dir – Darlington	SD	U	U	A	D	A	
Rhonda Dew	Co Dir – Dillon	Didn't respond to survey						
Linda Williams	Co Dir - Florence	SD	SA	SD	SA	SD	SA	
Linda Mixon	Co Dir – Sumter	U	U	U	A	D	A	
Ronnie Jackson	Co Dir – Allendale	Didn't respond to survey						T
Robert Martin	Co Dir – Beaufort	Didn't receive survey – age eligible						
Bill Cudd	Interim Co Dir – Berkeley	Didn't receive survey – service eligible						
Dianna Vaughan	Co Dir – Charleston	SA	U	SA	A	SD	SA	T
Rochester Pitts	Co Dir – Colleton	SA	SD	SD	SA	SD	SA	T
Betty Tharin	Co Dir – Dorchester	SA	U	D	U	SD	A	T

Legend: SA – Strongly Agree A – Agree U – Unsure D – Disagree SD – Strongly Disagree T – TERI

**SC DEPARTMENT OF JUVENILE JUSTICE
Survey Responses of Individual Participants**

Name	Position	1. I plan to retire w/in the next 5 yrs.	2. I would like to have another position w/in DJJ before I retire.	3. I intend to look for another position outside DJJ before I retire.	4. I am satisfied w/ my current position at DJJ.	5. I am preparing for another position at DJJ in another career field.	6. I am willing to serve as a mentor to a DJJ employee.	
Division of Rehabilitative Services								
Ray Cavanagh	Dir – Institutional Mgmt	D	U	SD	SA	SD	SA	
Straywell Patterson	Instit Admstr – Birchwood	A	U	A	A	No response	A	
Jenny Mangum	Instit Admstr – Willow Lane	SD	SA	U	A	A	Am mentoring	
Bert Richardson	Admstr – SMU	Didn't receive survey – age eligible						
Fred Dyches	Coord, Juv Movement & Accountability	Didn't receive survey – age eligible						

Legend: SA – Strongly Agree A – Agree U – Unsure D – Disagree SD – Strongly Disagree T – TERI

SC DEPARTMENT OF JUVENILE JUSTICE

Senior Managers & key senior staff who report to them

(Service identified only if incumbent is within 5 yrs of retirement eligibility under SCRS and/or PORS by years of service or age as of 9/20/01; also identifies individuals who have TERI'd)

Director, Chief of Staff, and Support Offices

NAME	POSITION	SCRS	PORS	TOTAL	ELIGIBILITY	SURVEY	RESPONDED	RETIRE
Loretta Neal	Executive Assistant							
Kim Chen-Wiseman	Director, Public Affairs							
Larry Vanderbilt	Legal Counsel	21.3694	1.75	23.1194	Service eligible	Yes	Yes	Yes
Greg Cornell	Director, Planning & Evaluation							
Trudie Trotti	Director, Research & Statistics	22.8389	.75	23.5889	Service eligible	Yes	Yes	Yes
Lois Jenkins	Dir, Prog & Grants Dev. & Interim Assoc Depty Dir for P & P							
Jerry Adger (EMT)	Inspector General		24.2194	24.2194	Service eligible	Yes	Yes	Unsure
Tommy Harris	Chief, Public Safety	19.2389	13.3306	32.5695	Service eligible	Yes	No	
Ferdinand Williams	Captain, Public Safety							
Carol Evans	Telecommunications Supervisor		29.4861	29.4861	Service eligible	Yes	No	
Alton Kirkland	Director, Internal Audits	25.9556		25.9556	Service eligible	Yes	Yes	Unsure
Dennis Burdette	Chief Investigator, Internal Affairs							
Chuck O'Shields	Chief, Compliance & Inspections							
Vacant	Manager, Juv & Family Relations							
Jill Stouffer	Juvenile Hearings Rep Supv				TERI 1/02	Yes	Yes	Yes

Division of Administrative Services

NAME	POSITION	SCRS	PORS	TOTAL	ELIGIBILITY	SURVEY	RESPONDED	RETIRE
Bill Evans	Admstr -Support Services	5.00		5.00	Age eligible	No		
Pat Bays	Mgr, Admin Services	23.9000		23.9000	Age and service eligible	Yes	Yes	Yes
Mark Cotter	Mgr, Physical Plant							
James Dwyer	Mgr, Dietary Program							
Carol Seawright	Administrator, Fiscal Affairs	9.75		9.75	Age eligible	No		
Ann Lybrand	Accountant, Accts Receivable							
Joanne Cash	Sr. Accountant, Accts Payable							
Bonnie Martin	Mgr Grants/Accounts Control	11.2889		11.2889	Age eligible	No		
Ruthie Bishop	Procurement Manager							
Julie Lamson	Budget Manager							
Joan Maiden	Administrator, Medicaid Admin							
Frances Stroker	Project Administrator				TERI 1/01	Yes	Yes	Yes
Tim Clarke	Project Administrator							

Names in Bold Italics are Senior Managers

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Division of Administrative Services Continued

NAME	POSITION	SCRS	PORS	TOTAL	ELIGIBILITY	SURVEY	RESPONDED	RETIRE
Dwayne Townsend	Interim Administrator-IRM							
Adriene Williams	Forms & Records Manager							
Jerry Ketcham	Communications Consultant							
Karen Guyton	Info Res Cons (Trng&Help Desk)	14.3361	1.7500		Age eligible	No		
Janice Jeffcoat	MIS Coordinator				TERI 01/01	Yes	No	Yes
Randy Grant	Human Resources Director							
Tamerat Worku	Interim Admstr, Staff Dev & Trng							
Terri Jenkins	Interim Employment Manager							
Eugene Benjamin	Class, Comp & Records Mgr	23.0194		23.0194	Service eligible	Yes	Yes	Unsure
Kelli White	Payroll & Benefits Manager							
Sylvia Kitchens	Sr Consultant, Budget & Mgmt	18.2500	1.000	19.2500	Age eligible	No		

Division of Educational Services

NAME	POSITION	SCRS	PORS	TOTAL	ELIGIBILITY	SURVEY	RESPONDED	RETIRE
Meda Cobb	Asst Supt -School Supv & Operations	32.00	1.0833	33.0833	Service eligible	Yes	Yes	Unsure
Ed Thomas	Principal-Birchwood HS				TERI 1/01	No		Yes
Nancy Montgomery	Principal-WL Middle School	21.3000	1.75	23.0500	Service eligible	Yes	Yes	No
Georgia Priestler	Principal-NEC School	32.5222	.9167	33.4389	Service eligible	Yes	Yes	Yes
Jan Farrell	Dir-Career & Technology Educ							
Carol Sunderman	Director -Special Educ Services	23.0333		23.0333	Service eligible	No		
Kathy Walker	Coord-Profess. Dev & Fed Progs	23.2		23.2	Service eligible	No		
Maec Davis	Coord-Stud. Accountability Systems				TERI 1/01	Yes	Yes	Yes

Division of Community Services

NAME	POSITION	SCRS	PORS	TOTAL	ELIGIBILITY	SURVEY	RESPONDED	RETIRE
Lesa Timmerman	Administrative Manager							
Cheri Shapiro	Dir-Consultation & Eval Svcs							
Kenneth Moses	Director-Residential Services	22.7	3.25	25.95	Service eligible	Yes	Yes	Yes
Charlene Hale	Residential Facilities Manager				TERI 3/01	No		Yes
Ronnie Grate	Admstr, MEC							
Aaron McCorkle	Admstr, Detention Center							
Robbie Littlejohn	Admstr, UEC							

Names in Bold Italics are Senior Managers

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Division of Community Services Continued

NAME	POSITION	SCRS	PORS	TOTAL	ELIGIBILITY	SURVEY	RESPONDED	RETIRE
Brett Macgargle	Dir-Community Justice							
Nancy Kuhl	Coord, Community Alternatives	26.1611	.6667	26.8278	Service eligible	Yes	Yes	No
Dawne Gannon	Interstate Compact Coord							
Surleaner Lakin	Victim Services Specialist							
Virginia Barr	Prevention Services Specialist							
Margaret Barber	RegAdmstr-Piedmont Region				TERI 1/01	Yes	Yes	Yes
Debbie Ashley	Abbeville Co Dir	21.4111	1.75	23.1611	Service eligible	Yes	Yes	No answer
Jim Grantham	Anderson Co Dir	14.1639	1.667	15.8306	Age eligible	No		
Dorothy Reynolds	Cherokee Co Dir				TERI 1/01	Yes	Yes	Unsure
Dale Chandler	Greenville Co Dir				TERI 6/01	Yes	Yes	Yes
Jim Harrison	Greenwood Co Dir	29.25		29.25	Service eligible	Yes	No	
Trina Riggott	Laurens Co Dir							
Dave Tropicanto	Newberry Co Dir	23.2889		23.2889	Service eligible	Yes	Yes	No
Julian Yelton	Oconee Co Dir	19.0056	1.75	20.7556	Service eligible	Yes	Yes	Yes
John Harden	Pickens Co Dir				TERI 1/01	Yes	Yes	Yes
Mary Jane Sanders	Spartanburg Co Dir				TERI 1/01	Yes	Yes	Yes
Terry Hall	Union Co Dir							
Pat Tolbert	York Co Dir	30.1056		30.1056	Service eligible	Yes	Yes	No
Max Dorsey	Reg Admstr-Midlands Region	28.1667	1.1667	29.3334	Service eligible	Yes	Yes	No
Martha Anderson	Aiken Co Dir	23.75		23.75	Service eligible	Yes	No	
Essie Garrett	Bamberg Co Dir	24.00		24.00	Service eligible	Yes	Yes	Unsure
Edward Golden, Jr.	Barnwell Co Dir							
Rick Wessinger	Chester Co Dir	21.25	1.00	22.250	Service eligible	Yes	Yes	Unsure
Jane Talbert	Fairfield Co Dir	22.75	1.50	24.250	Service eligible	Yes	Yes	No
George Jackson	Kershaw Co Dir							
Sandra Burton	Lancaster Co Dir							
Clarence Harrell	Lexington Co Dir							
Joe Benton	Richland Co Dir	23.275		23.275	Age and service eligible	Yes	Yes	No answer
Angela Rita	Tri- Counties (Edgefield, McCormick & Saluda)							
Rhonda Greene	Regional Admstr-Pee Dee Region							
Susan Huntley	Chesterfield Co Dir	26.7194		26.7194	Service eligible	Yes	Yes	Yes
Sandra Nelson	Clarendon Co Dir							
Lynn Gehrke	Darlington Co Dir	23.1694	.7694	23.9388	Service eligible	Yes	Yes	No
Rhonda Dew	Dillon Co Dir	23.2694		23.2694	Service eligible	Yes	No	
Linda Williams	Florence Co Dir	13.1222	9.0	22.122	Service eligible	Yes	Yes	No
Reggie Cooper	Georgetown Co Dir							
Kim Frederick	Horry Co Dir							
Glenn Ross	Lee Co Dir							

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Division of Community Services Continued

NAME	POSITION	SCRS	PORS	TOTAL	ELIGIBILITY	SURVEY	RESPONDED	RETIRE
<i>Pee Dee Region Cont'd</i>								
Lewis Thomas	Marion Co Dir							
Tracy McLeod	Marlboro Co Dir							
Linda Mixon	Sumter Co Dir	24.2694		24.2694	Service eligible	Yes	Yes	Unsure
J.J. Castle	Williamsburg Co Dir							
James Lucas	Regional Admstr-Coastal Region							
Ronnie Jackson	Allendale Co Dir				TERI 4/01	Yes	No	Yes
Robert Martin	Beaufort Co Dir	7.0		7.0	Age eligible	No		
Vacant (Bill Cudd-interim)	Berkeley Co Dir	11.8278	13.5694	25.3972	Service eligible	No		
Dianna Vaughan	Charleston Co Dir				TERI 3/01	Yes	Yes	Yes
Rochester Pitts	Colleton Co Dir				TERI 1/01	Yes	Yes	Yes
Betty Tharin	Dorchester Co Dir				TERI 4/01	Yes	Yes	Yes
Lewis Grant	Hampton Co Dir							
Joseph Bonaparte	Jasper Co Dir							
Theresa Holland	Orangeburg/Calhoun Co Dir							

Division of Rehabilitative Services

NAME	POSITION	SCRS	PORS	TOTAL	ELIGIBILITY	SURVEY	RESPONDED	RETIRE
Ray Cavanagh	Dir-Institutional Management	26.5611		26.5611	Service eligible	Yes	Yes	No
Straywell Patterson	Instit Admstr-Birchwood	18.9111	10.75	29.6611	Service eligible	Yes	Yes	Yes
Tametha Sells	Instit Admstr-Greenwood							
Marion Coletrain	Instit Admstr-John G. Richard							
Vacant (Pam Nelson-Whitney-interim)	Instit Admstr-NEC							
Jenny Mangum	Institutional Admstr-Willow Lane	16.7306	4.1806	20.9112	Service eligible	Yes	Yes	No
Bert Richardson	Administrator- SMU		18.0806	18.0806	Age eligible	No		
Bill Haxton	Dir-Clinical & Professional Services							
Samuel Soltis	Director-Health Services							
Stacey Atkinson	Dir-Rehabilitative Support Services							
Montez Creed	Dir, Classification & Behavioral Mgmt							
Fred Dyches	Coord, Juvenile Movement & Accountability	9.3611	1.75	11.1111	Age eligible	No		
Vontressa Samuel	Hearings Officer							

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